

College Talent Recruitment Manual



Dear Recruiters,

“The War for Talent” is an expression used quite often when discussing the recruiting needs of Indiana State Agencies. But what exactly are people referring to when they use this phrase? Could it be...

- That the average length of time an employee stays in a job keeps shrinking while the average age of the workforce keeps increasing?
- That there are less people available to fill a growing number of positions, on top of the fact that Baby Boomers make up 78 million workers while there are only about 58 million Generation Xers in the workforce?
- That overall government employment has expanded by 14% in the 90's with a workforce aging more rapidly than the private sector workforce?
- That the proportion of older government workers aged 45 to 64 has risen from 36.8% in 1994 to 41.7% in 1998?

Actually all of these statistics result in our “War for Talent”. One of the best ways to work the recruiting problems is to develop a succession plan while at the same time obtain new talent that can be groomed into tomorrow's leaders. There are 95 accredited colleges and universities in the state of Indiana and they are a huge resource for new talent. The next few pages will provide information on effective college recruiting strategies, typical services provided by campuses to employers, and the services provided by the schools in Indiana on an individual basis. We hope this information is valuable and worthwhile in your “War for Talent”!

The SPD Employment Team

Typical Services Provided by Career Services Offices

Job Postings

Whether your position is posted on the career center website, in a binder, on a bulletin board, in a mass e-mail to all students, or in the campus newsletter, students will see it and you will reach your target audience. We suggest if the school is on a larger scale that you contact professors or deans of specific programs to focus on a specific major. Job Postings are typically free..one of the few places to post a job that is free anymore.

Resume Searches

Really only the state-of-the-art career centers will have a database of resumes for you to access online and there are quite a few in Indiana. For those that don't, you can usually have resumes faxed or e-mailed. Be forewarned (in order to avoid resume overload) to have specific characteristics determined ahead of time like Major, GPA, Graduation Date, or Number of Relevant Internships.

Career Fairs

Want more bang for your buck? Attend career fairs. This is an inexpensive way to promote employment within your agency while gathering resumes of great candidates. It's also a way to get a first impression of a candidate before that interview. Career Fairs usually do cost money to attend, but not much. Be sure to ask if public sector employers get a discount. There are a couple of schools that have teamed up to create the Indiana College Career Consortium (keep reading there's more info on this later).

Presentations

This one is our favorite! There are a variety of ways you can pull this off and it is extremely successful. Team up with a professor or on-campus organization that is related to your agency (for example SPD goes to an HR class every fall at Ball State) and offer to come to a class or meeting. You will have the undivided attention of a room full of career-hungry, soon-to-be-graduates who will be shoving their resumes down your throat. You might want to bring an "expert" on a certain topic that can share their experiences and then you plug employment at the end. This can be very informal and it's always free!

On Campus Interviews

Another great way to get more bang for your buck! Ok, well not really buck because On Campus Interviewing is usually free, that's right, free. You can schedule a day where you will interview a variety of students for a specific position on any college campus. Now, we aren't going to lie..interviewing 13 students in a row for 45 minutes each can be extremely exhausting, but you'll probably find 3 or 4 fantastic candidates in that one day. One thing to keep in mind, every student you interview will expect some sort of word (letter, email, phone call) regarding their status. It is your responsibility to keep in contact with the candidates that you interview on campuses.

College Career Center Consortium

The University of Indianapolis Career Services Office is a founding member of a consortium of mostly private schools from around Indiana that sponsor three recruitment fairs annually and cooperate in various other ways on behalf of their students and alumni. The three recruitment events in which students and/or alumni from all or some of these schools participate are: Accounting Interview Day (held at Marian College in late September), College Talent Recruitment Day (held at the Indiana Convention Center in February), and Teacher Candidate Interview Day (held at the University of Indianapolis in late April).

The institutions that make up this consortium and their career services or university World Wide Web sites, where applicable, are:

Anderson University: www.anderson.edu/career/

Butler University: www.Butler.edu/www/career/

DePauw University: www.depauw.edu/cpl/career.htm

Earlham College: www.earlham.edu/~career/

Franklin College: www.franklincoll.edu/safweb/carweb/index.html

Hanover College: www.hanover.edu/career-center/home.htm

Indiana University Purdue

University Indianapolis: www.IUPUI.edu/%7Ecareer/

Marian College: www.marian.edu/career-services

St. Joseph's College: www.saintjoe.edu

Taylor University: www.tayloru.edu/upland/departments/careerdev/

University of Indianapolis: www.uindy.edu/

Wabash College: www.wabash.edu/service/career/

Developing that Sales Approach and Marketing Strategy

Like any other project it's important to go on campus with a plan and a strategy for that plan. Without organization and knowledgeable recruiters it will become evident quite quickly that you are not serious about your recruiting efforts. Steven Stebbins, SPHR offers an excellent plan for recruiting success...

- Know the profile – When going on campus have specific jobs in mind that you'd like to fill and know the profile of the ideal candidate for that position...
 - What are the minimum qualifications for the position? Would a student need more work experience aside from their bachelor's or master's degree?
 - Describe the ideal candidate. Is there a current employee who models what you're seeking (if so, they'd be good to take on campus)?
 - Describe the characteristics of others who have been successful in this role.
 - What immediate and long-range challenges will this new hire face?
- Determine your sourcing plan – Once you have determined that college campuses will be your best source for specific positions, you'll have to identify which campuses are the ultimate source. There are 98 colleges and universities in Indiana and nobody expects you to hit all of them. This is an opportunity for you to do a little research and identify 3 to 10 target schools based on location, curriculum, culture of student population, etc. Narrowing your recruiting efforts down to a few target schools will make the process much more manageable and successful. Once you've identified your target schools...
 - Inventory your agency to find out who has alma maters where (people love going back to their alma mater to recruit—that whole nostalgia thing) and also who is interested in participating in your recruiting efforts.
 - Contact the career services office of each school to be put on their mailing list for recruiting events.
 - Begin putting together a list of contacts for each school (combination of professors for class presentations and officers of on-campus organizations).
- Determine your sales approach – This is key. Here is your opportunity to get all of your recruiters on board so that the information conveyed to

the candidates is consistent. Identify the plusses and minuses of the positions, your agency, state government, and location. As a team, how will you discuss each issue? You must think like your target audience and then tailor your presentation and discussions to them. It's very important to avoid misrepresenting reality - we all know that every opportunity has downsides, but use good judgment in how you discuss them. Our advice..be open, honest, and knowledgeable. The candidates will notice and ultimately respect you and your agency for it.

- Plan and manage resources – Before you start pounding the pavement and hitting those campuses, make sure you have the resources to handle the volume of resume reviews, screens, and follow ups with candidates. There is nothing worse than leading on a candidate and then not following up. Also keep in mind that you are competing for this talent with other companies so the minute you drop the ball, another recruiter will be right there to pick it up.

Indiana State Government – State Personnel Department
Job Posting

Agency: State Personnel Department
Department: Application and Selection
State Title: Program Coordinator 4/ Recruiter
Job Code: 2WM4
Requisition # / Posting # : 0118-016000
Location: Indianapolis
Salary: Minimum Annual Salary \$XX,XXX
Application Deadline: Friday January 5, 2001

Job Description: This position is with the Employment Division of the Indiana State Personnel Department (SPD). SPD is a Human Resources Consulting/ Administrative agency for the other Indiana State Agencies. As a Program Coordinator 4/ Recruiter for SPD, you will work with other State Agencies to help them in overcoming staffing obstacles, evaluate candidate applications, and work with the public in answering employment questions.

Minimum Qualifications: This position requires four (4) years of professional work experience in Program Coordination, Development, Implementation, or related experience. However accredited college training may substitute for the required experience on a year-for-year basis (i.e. Bachelor's Degree substitute for the all of the required work experience).

Benefits: The State of Indiana offers a variety of excellent and affordable benefits to employees. These benefits include: medical, dental, vision, and life insurance; plus paid vacation, sick, personal days and holidays. There are two retirement plans available: Public Employees' Retirement Fund and Deferred Compensation. For more detailed information please check out the benefits page on the web site at: www.IndianaStateJobs.org.

Application Process: To be considered for the position a state application must be completed. The application and additional work experience page can be downloaded. To download the application go to <http://www.IndianaStateJobs.org/html/app.html>

Please submit the application to: State Personnel Department, 402 W. Washington Street, Indianapolis, IN 46204, fax: 232-3089 or by e-mail jobs@spd.state.in.us by January 5, 2001.

Additional Comments: The ideal candidate will graduate with a Bachelor's Degree in Human Resources in December 2001 with a 2.8 GPA or higher.

PACKAGING A WINNING OFFER FOR COLLEGE GRADS

By Andrea C. Poe

Nowhere is the labor market tighter than it is on college campuses. Companies looking to lure soon-to-be grads are up against steep competition. According to the National Association of Colleges and Employers, campus recruitment has increased 14.5% over last year, with a further jump expected in the fall of 2000.

With so many companies vying for talent, recruiters must find ways to stand out from the pack. The best way to do this is with an eye-catching offer. An offer is no longer about salary, but about combining a myriad of benefits and perks to create an enticing package.

Before you can design a winning package to attract grads, you first need to know what they want. Here are ten elements that should be included in any offer, ranked in order of importance:

1. **Salary:** Contrary to the conventional wisdom of the past few years, younger employees do care about salary. Competitive companies offer competitive salaries. Current baseline salaries range from \$35,000-50,000, more for IT recruits. Younger workers figure if they're going to give the company 40 to 50 hours a week, they should be well compensated. However, while you need to be in the ballpark with salary, if you're not the highest bidder you may still have a shot. It all depends upon how well developed the rest of your offer is.
2. **Lifestyle Perks:** "Feel good" perks rank at the top of the list of considerations. Flex-time, generous vacation time, concierge serviced, pet insurance, free massages, and the like really do matter to grads. These kinds of perks show employees that the company recognizes that they're whole people, not just workers. Students have had the good life in college. In an economy this strong, they aren't about to give that up. Companies that offer a variety of quality of life perks will have an easier time recruiting (and retaining) young talent.
3. **Company Culture:** Younger workers say they're looking for a "cool" company culture. Defining "cool" can be tricky. You either get it or you don't. Even if your company is more formal and traditional, you can still compete. Highlight camaraderie among employees. Sports leagues and other company recreation programs score big with grads so if you've got them, flaunt them. If not, think about establishing some.

- Most of all, grads want to work with high energy people. When recruiting on campus, bring your most dynamic employees, regardless of their age.
4. Professional Development: New recruits know that the average tenure for a job is 18-24 months. Their greatest fear is that they will wind up without marketable skills once they leave your company. Students want professional development, courses that they can take on the company's dime and on company time. Smart companies offer continuing education to all employees; even those whose jobs don't require advanced training.
 5. Challenges/ Upgrades: Soon-to-be grads say that a challenging work environment is an important factor in signing with a company. They understand that at 22 years old it's unlikely they'll know exactly what it is they'll want to do with the rest of their lives. They want to work for a company that will offer them opportunities to grow. The best way to address this issue to ensure that they'll be assigned a variety of projects where they can explore their interests and pursue their professional goals.
 6. Stocks & IPO's: This part of the package is crucial when recruiting IT. In the age of the instant millionaire, tech students are savvy. Even if they have doubts about the big payoff, they want their chance. If you can't offer some ownership, you're going to have to compensate by heavily padded other elements of package, particularly salary. If you're in another field, there's far more leeway. Grads say stock options are a nice perk, but they're not at the top of their list of must-have's. If you can offer stock options, by all means do. If you cannot, there's room to compete on other fronts.
 7. Signing Bonuses: In some industries like IT, engineering and accounting, they're a must. In fact, no IT student will take a serious look at a company that doesn't offer one. Though they range anywhere from \$1,000-10,000, most run about \$3,500. However, signing bonuses rank last with students in other fields. It isn't that they wouldn't like a signing bonus; it's just that they don't yet expect them.
 8. Community investment: Many students want to work for generous corporations that give back to the community. In addition to their own philanthropic work, some companies are showing support for employees by exchanging donations for volunteer hours. For instance,

- if an employee volunteers 100 hours working with a charity, the company will donate \$500 to that charity. Other companies offer a certain number of paid volunteer days so employees can take time off to support causes and groups they care about. If your company has programs like these or does charitable work, broadcast it. Young workers care.
9. Health Benefits: For students, most of who have never had to deal with serious medical issues of any kind, these benefits aren't high on their priority list. Students expect some level of coverage, but do not place much value on the kind of program offered. If you have limited time with a candidate, playing up even the best of health plans is probably a waste of time. Keep it short and sweet.
10. Retirement Benefits: These benefits fall on deaf ears. Retirement is too far down the pike for young recruits to really care. They've been taught to ask about 401Ks, but understand little about them, and generally care even less. You can summarize these benefits, but don't use them as bait. These candidates haven't even cashed their first paychecks. They certainly aren't interested in hearing about their last.

Thanks to Andrea C. Poe for contributing this article. Ms. Poe is a freelance writer specializing in Human Resource and Management issues. It is intended as information only and is not a substitute for professional or legal advice.

For more information on this subject, send an e-mail to the SHRM Information Center at infocen@shrm.org.

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GENERAL JOB SEARCH WEBSITES

According to the University of St. Francis, students are going to these sites to jump start their careers. If they're there, we should be there too...

<http://www.jobtrak.com/> The largest job listings and resume database for college students and alumni.

<http://www.CampusCareerCenter.com> The world's largest campus job fair!

<http://www.collegegrad.com> especially helpful in locating entry level jobs for new college graduates nationwide.

<http://www.jobweb.org> for jobs, job search, and industry information, career planning resources, human resources, staffing professionals, and career services professionals.

<http://www.studentcenter.com> research 35,000 + companies, conquer the virtual interview, explore your future city, state, and country. (Other services available.)

<http://www.career-campus.com> for career planning, resume submission, employer information, resume searches, job listings, and other opportunities.

<http://www.helpwanted.com> This site is available to college students seeking both entry-level and advanced career opportunities. Site is available at no cost to the job seekers.

<http://www.fortwaynecareers.com> Greater Fort Wayne, IN area job postings with links to job opportunities in other regions of the U.S.A.

<http://www.indianastatejobs.org> Check out the latest job listings all over the state of Indiana.

www.jobvertise.com/search Search over 50,000 jobs and post your resume.

www.jobs.com/jobsearch Their motto: When you love what you do, you're alive!

www.jobnext.com The JobNext Career Network provides job search, resume, and job posting services.

www.hirenet.net Hundreds of employment opportunities posted by employers interested in candidates from the Fort Wayne, IN area.

www.CollegeJobBoard.com Specifically designed to help students and alumni find full-time jobs, part-time jobs, and internships.

www.jobsonline.com National job listings are a featured part of this free service, including information regarding products and services which may be of interest to you.

**This list was provided by University of St. Francis at
www.sf.edu/careers/job_search_internet_websites.htm*

TOP TEN JOB SITES

- # 1 <http://www.monster.com> Has over 200,000 job listings and everything from company research to chat rooms. It can be personalized to your needs and is easy to use.
- # 2 <http://www.careerbuilder.com> Search from over 1,000,000 job listings or have their "Personal Search Agent" e-mail a job to you. It also includes articles on work and job resources.
- # 3 <http://www.headhunter.com> Contains over 175,000 listings and allows you to post your resume for free.
- # 4 <http://www.careerosaic.com> Has job listings and job resources along with many links to online career fairs and to industry specific job listings.
- # 5 <http://www.careermag.com> Offering job listings, employer listings, a resume bank, a message board, and links to job fairs. Also have feature articles and hot topics.
- # 6 <http://www.hotjobs.com> Has an efficient search engine and allows you to post your resume online. Has a feature that e-mails new jobs to you.
- # 7 <http://www.careermart.com> Jobs can be searched manually or you can have the site notify you when a job is found. It also has links to news sources and chat rooms.
- # 8 <http://www.nationjob.com> Sends e-mail notifying you of any new jobs that fit your criteria. Also has job resources and employer listings.
- # 9 <http://www.careers.yahoo.com> Offers over 360,000 job listings, a place to post your resume, and countless other resources.
- # 10 <http://www.jobsleuth.com> Searches many job databases on the net and returns results from most of them--pay service returns from all databases listed.

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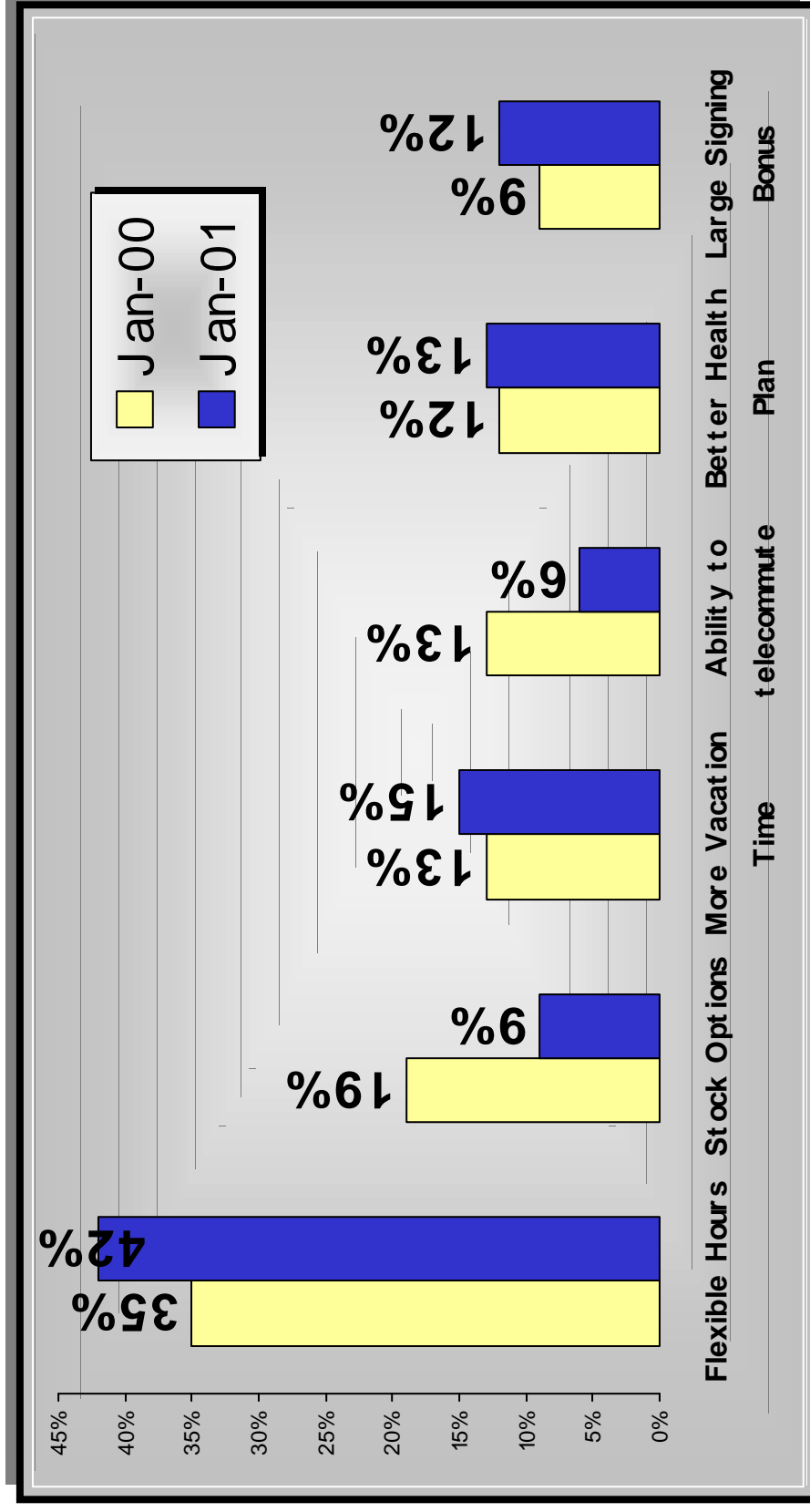
TOP TEN ENTRY LEVEL JOB SITES

- # 1 <http://www.collegegrad.com> Many entry level and internship job postings are available here for college students and recent graduates. Many job resources also available.
- # 2 <http://www.jobtrak.com> Focuses on entry-level jobs and offers resources for the job process. An online resume posting is also available. Requires login ID and password.
- # 3 <http://www.jobdirect.com> Requires that you register and fill out an online resume, but with that information, the site will automatically find a job for you and will e-mail a notification.
- # 4 <http://www.nextmag.com> Amazing graphics. web magazine aimed at college students with job search, job info, and other relevant material. Some sections require paid registration.
- # 5 <http://www.jobweb.com> Concentrates on entry-level positions and has user-friendly search capabilities. It is run by NACE (National Association of Colleges and Employers).
- # 6 <http://www.studentcentral.com> Job listings and an online resume posting features are available. Lists hot employers and has links to job fairs.
- # 7 <http://www.campusmonster.com> Features a search for entry-level jobs and internships. Articles, resources, and features (like Q&A section) directed toward the college students are available.
- # 8 <http://www.careerbuilder.com/commcel.html> Offers an entry-level and internship job search as well as tips on getting started and a planning guide.
- # 9 <http://www.adguide.com> Links to company job postings and to resume and job resources.
- # 10 <http://www.coolworks.com> For individuals looking for a "cool" summer job, like working at a camp, amusement park, or national park

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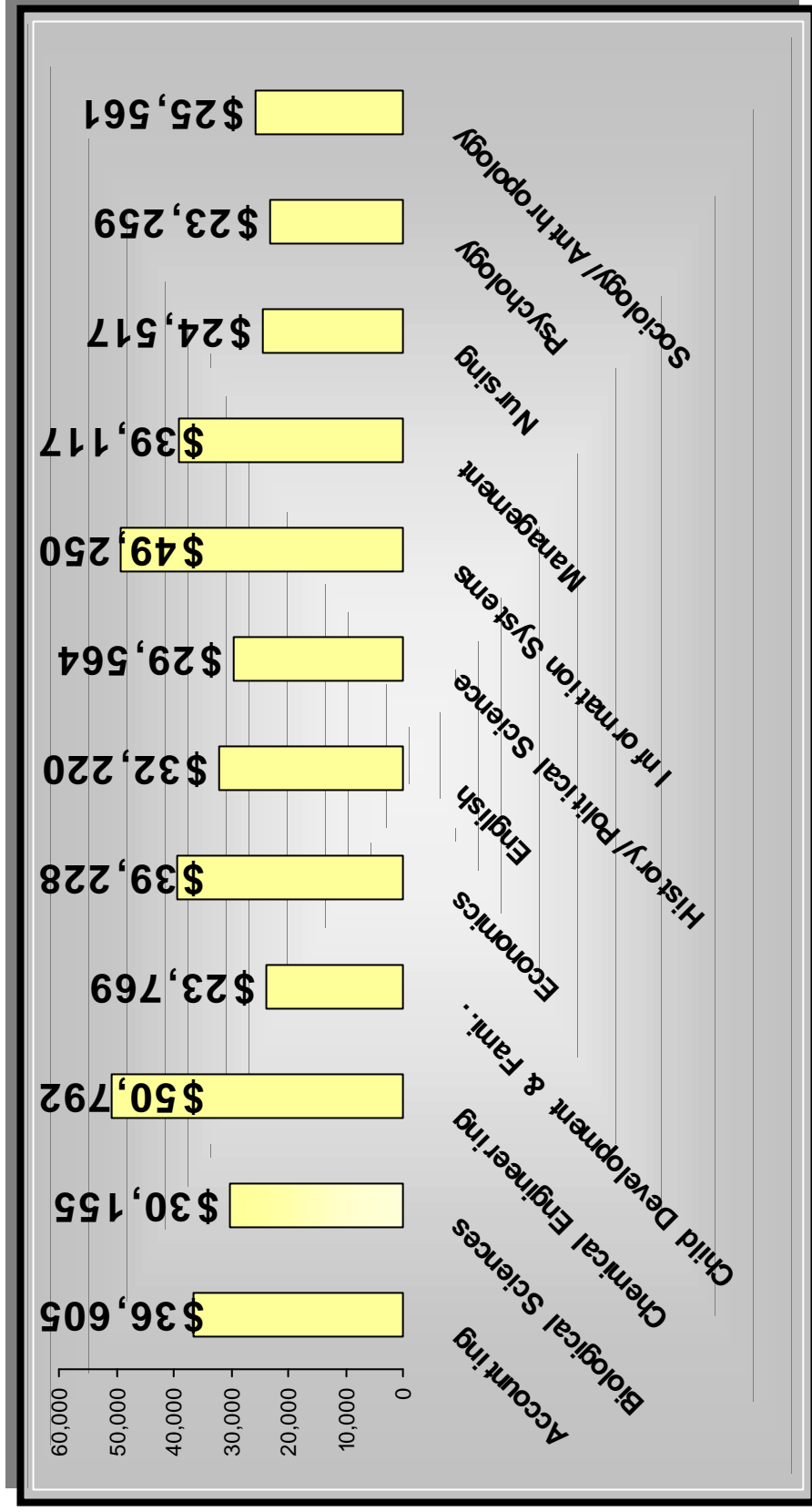
“Which benefit do you desire most?”

JobTrak asked 1,000 college students and recent graduates...



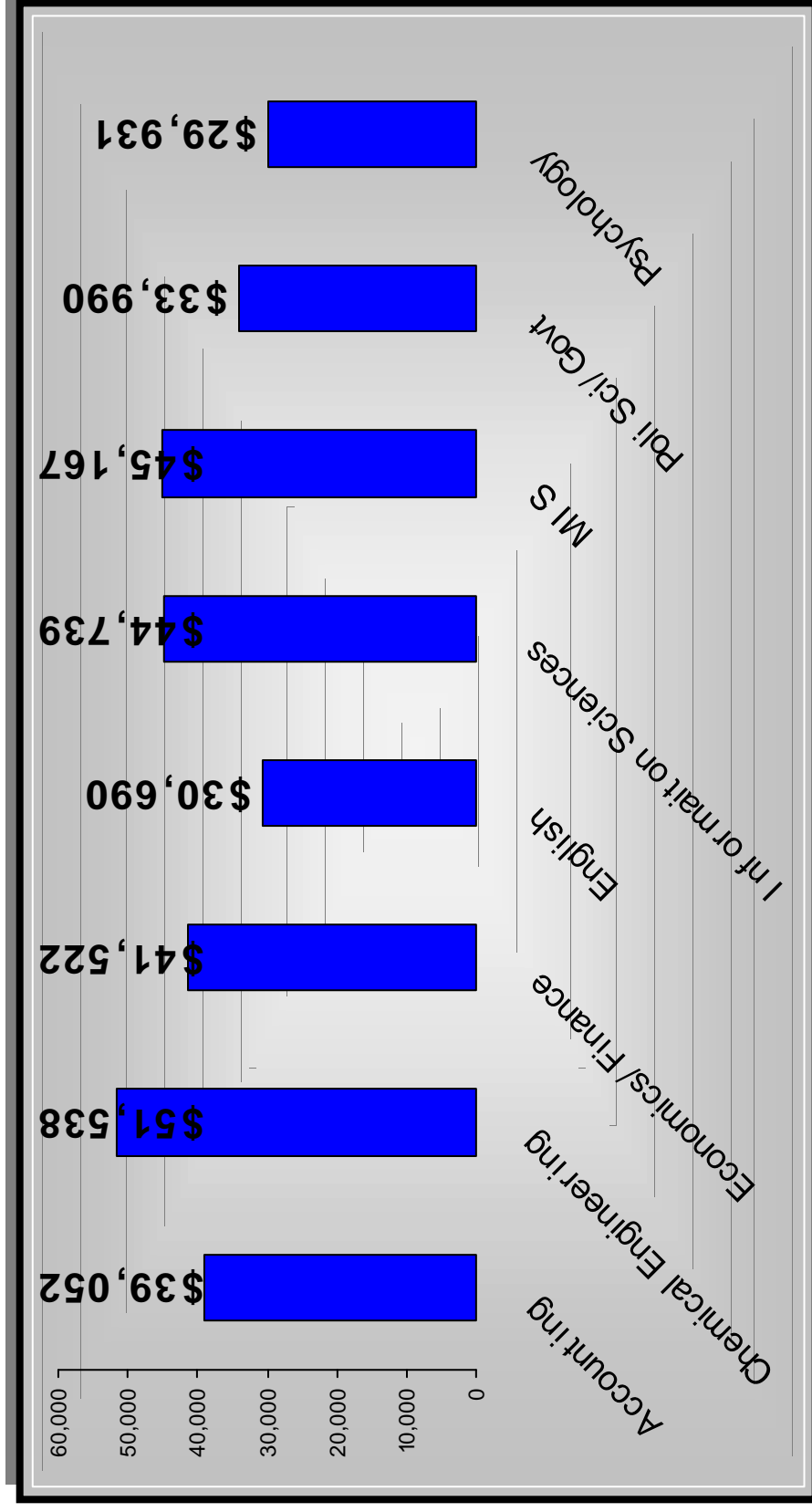
Purdue University - Accepted Salaries Data

Based on self-reported data from May 2000 Bachelor Degree Graduates from West Lafayette Campus



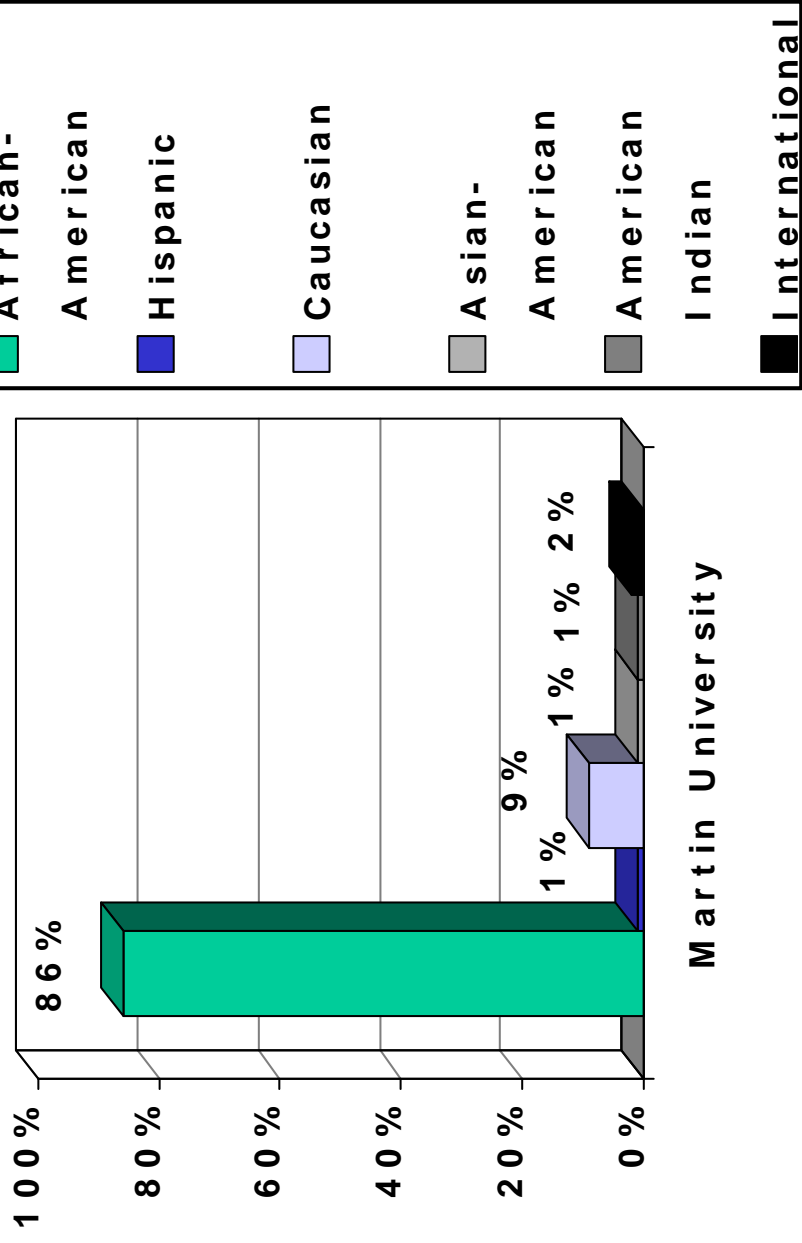
NACE Salary Survey

Spring 2001 Starting Salary Offers - National Averages



Diversity Statistics

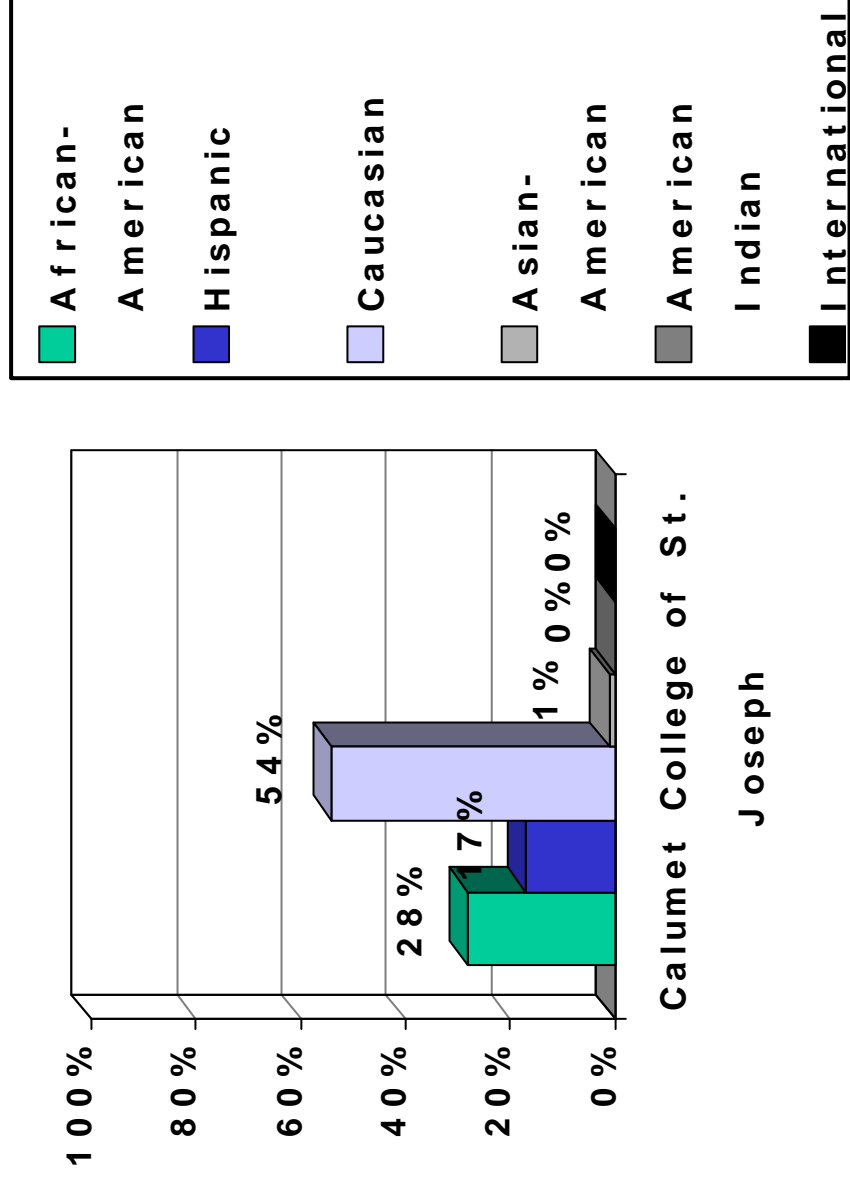
Colleges/ Universities within Indiana



Total minority population is greater than the national average of 17%

Diversity Statistics

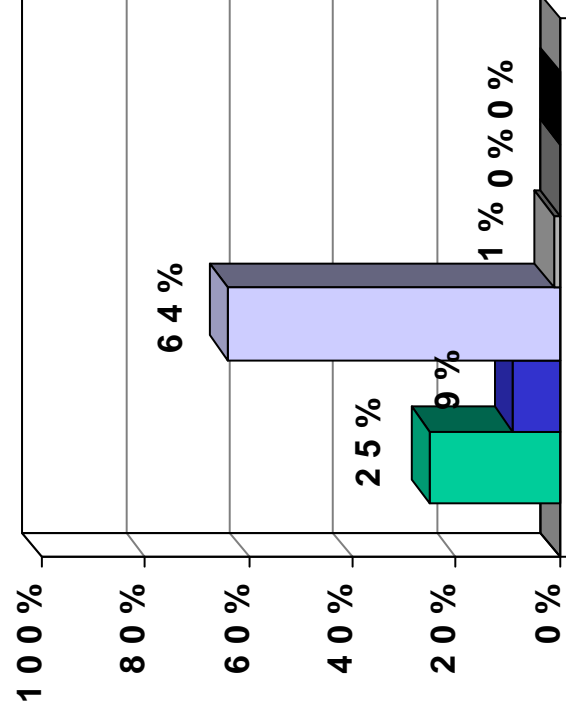
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Diversity Statistics

Colleges/Universities within Indiana

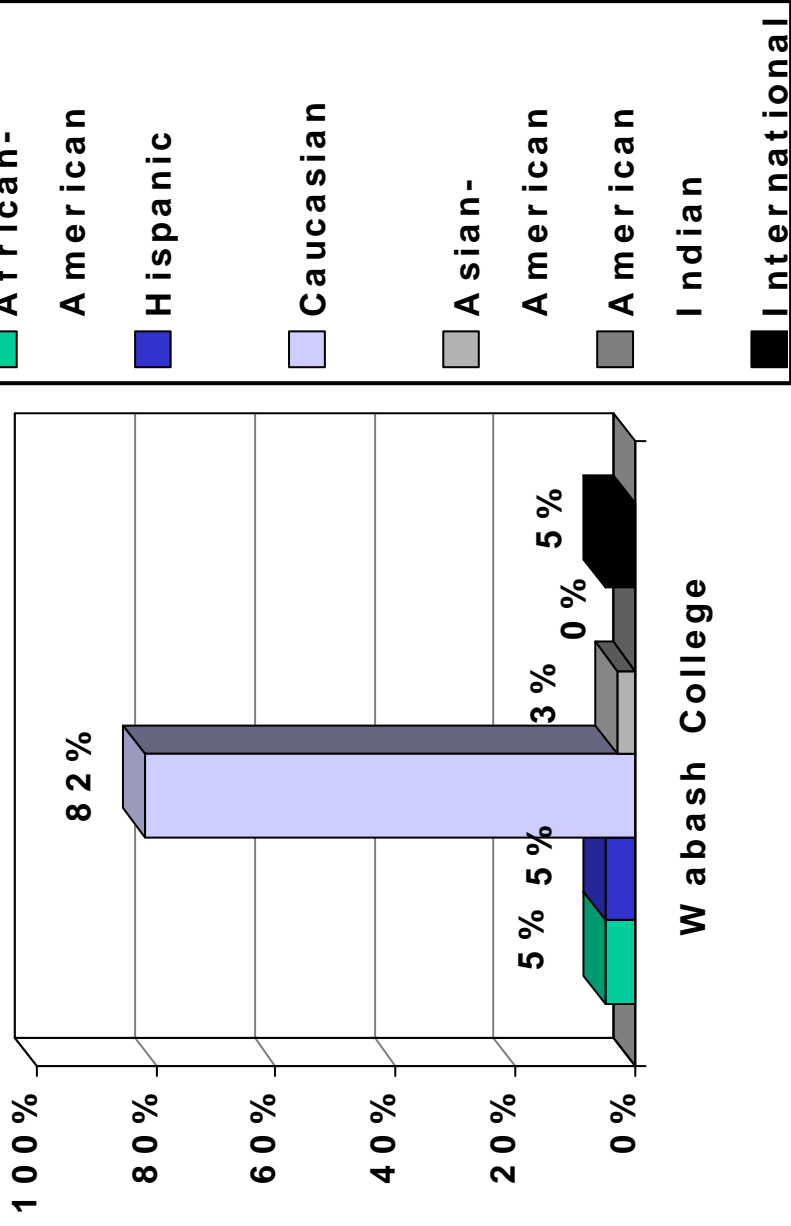


Indiana University,
Northwest

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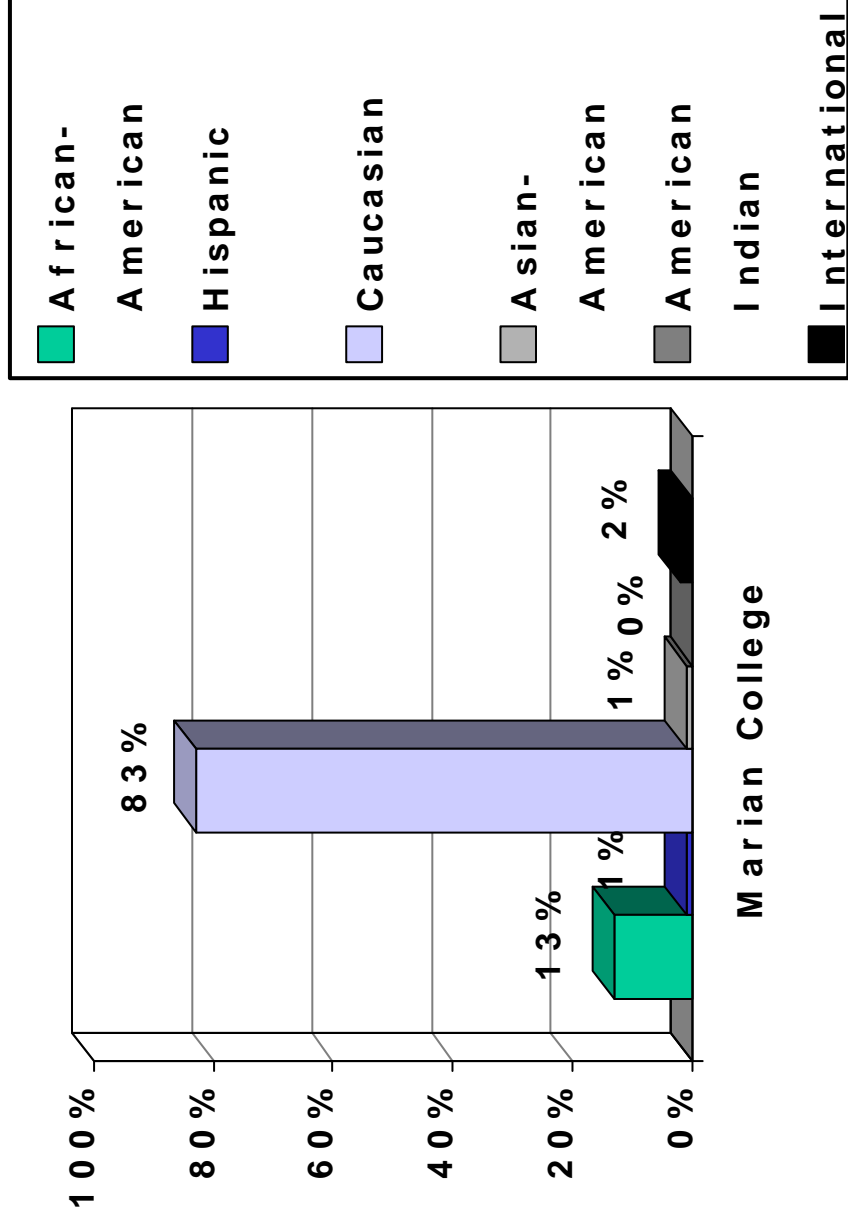
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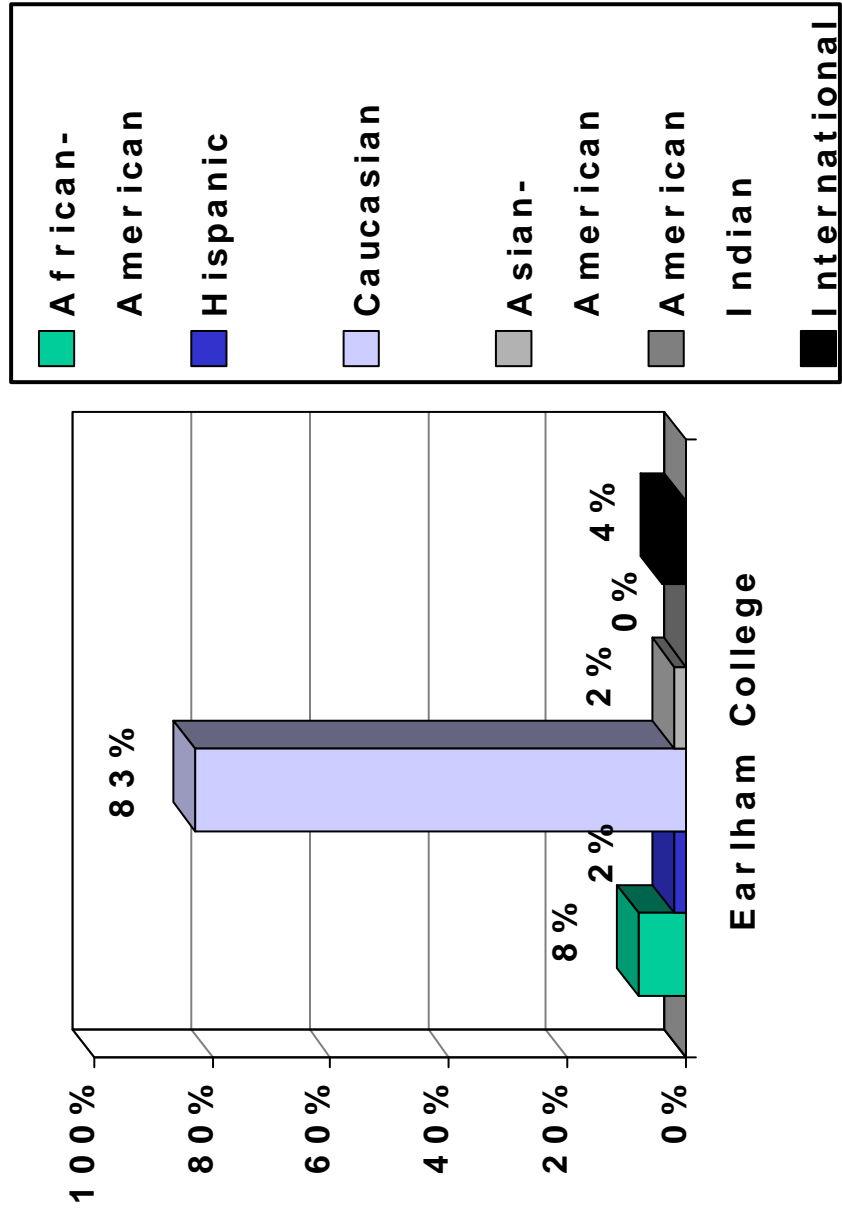
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Colleges/ Universities within Indiana



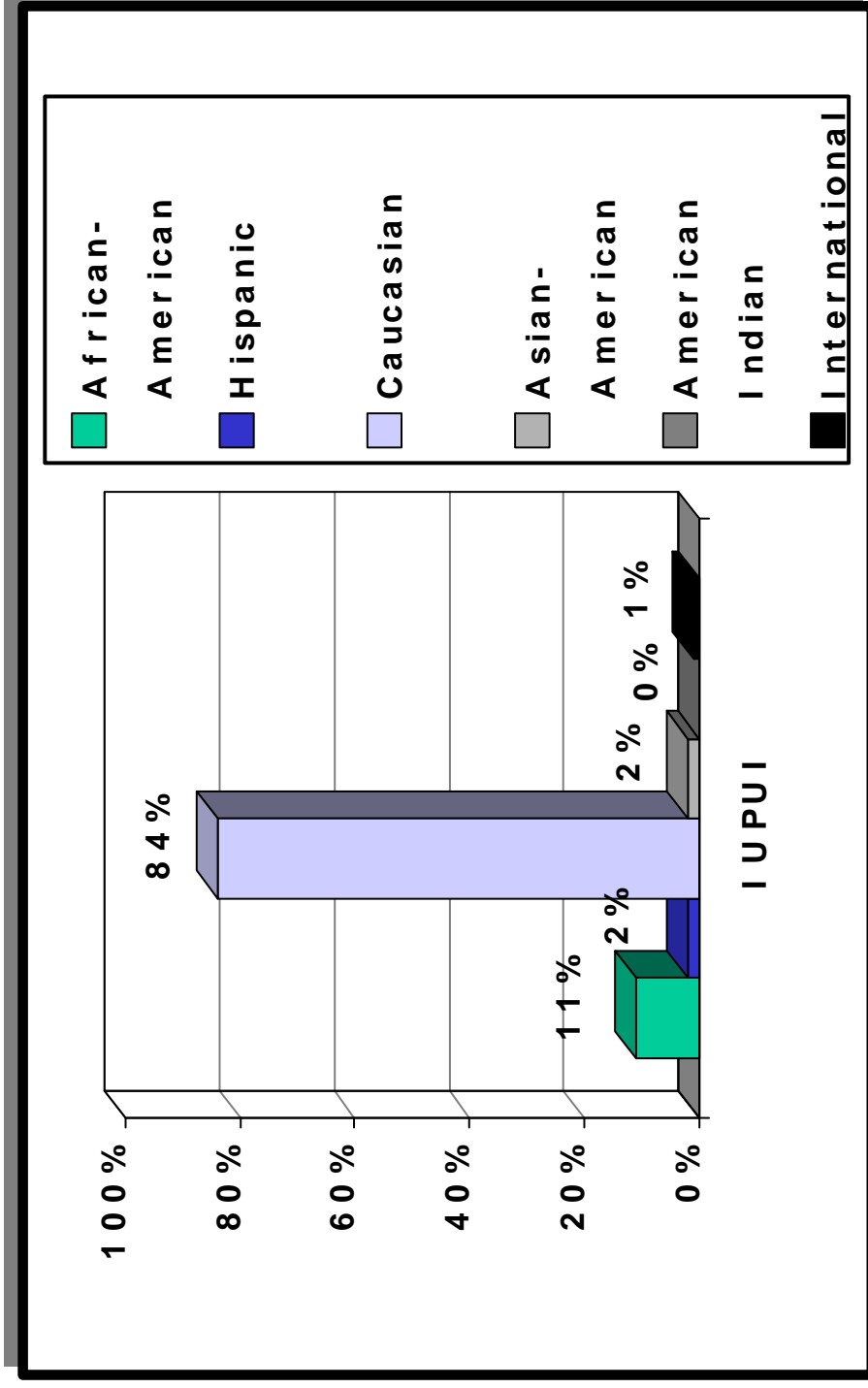
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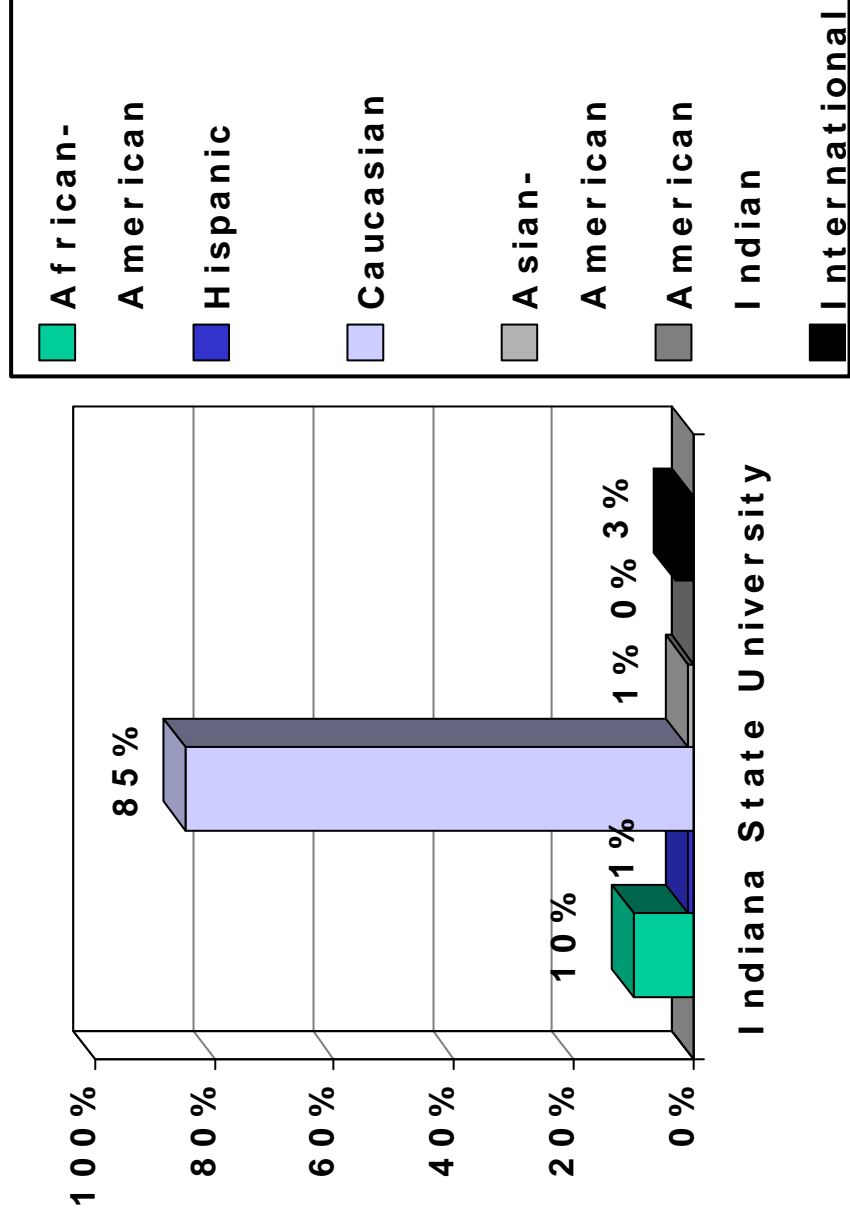
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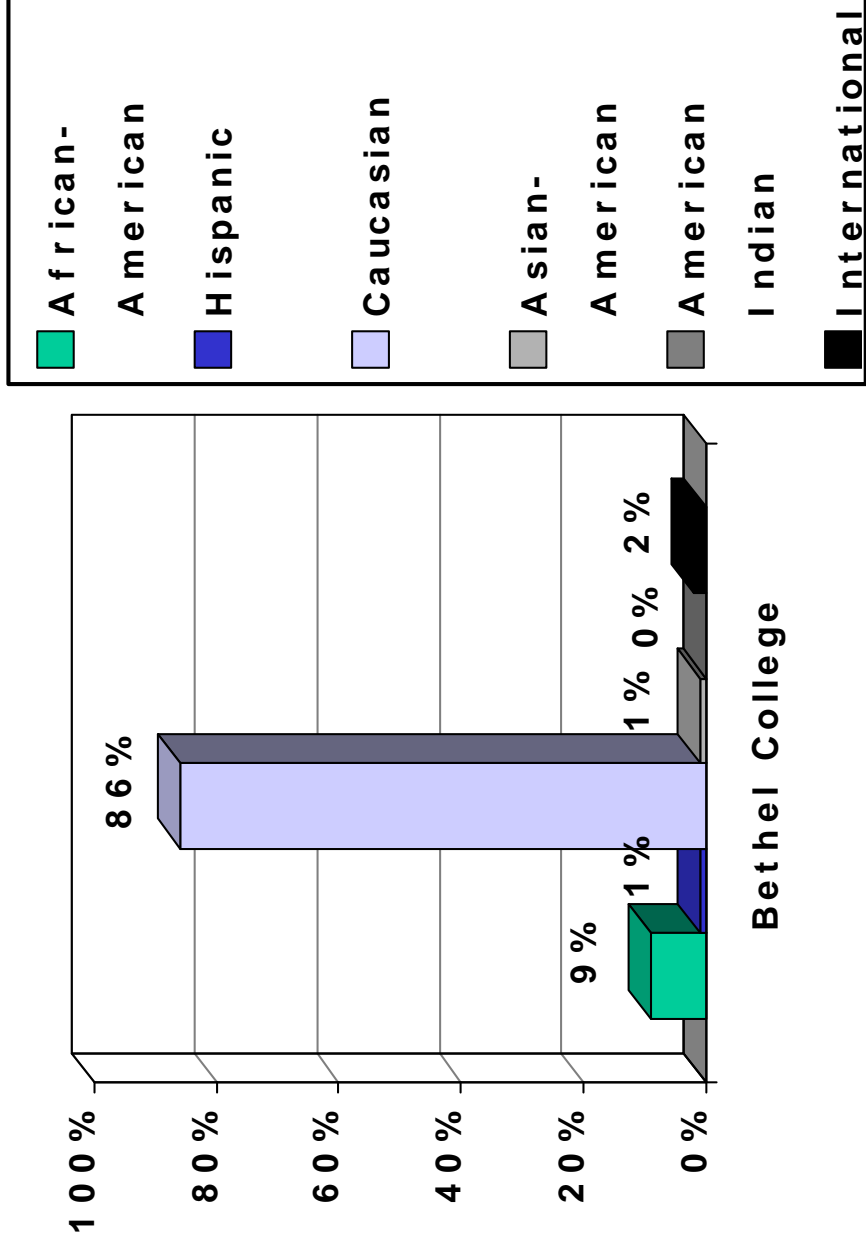
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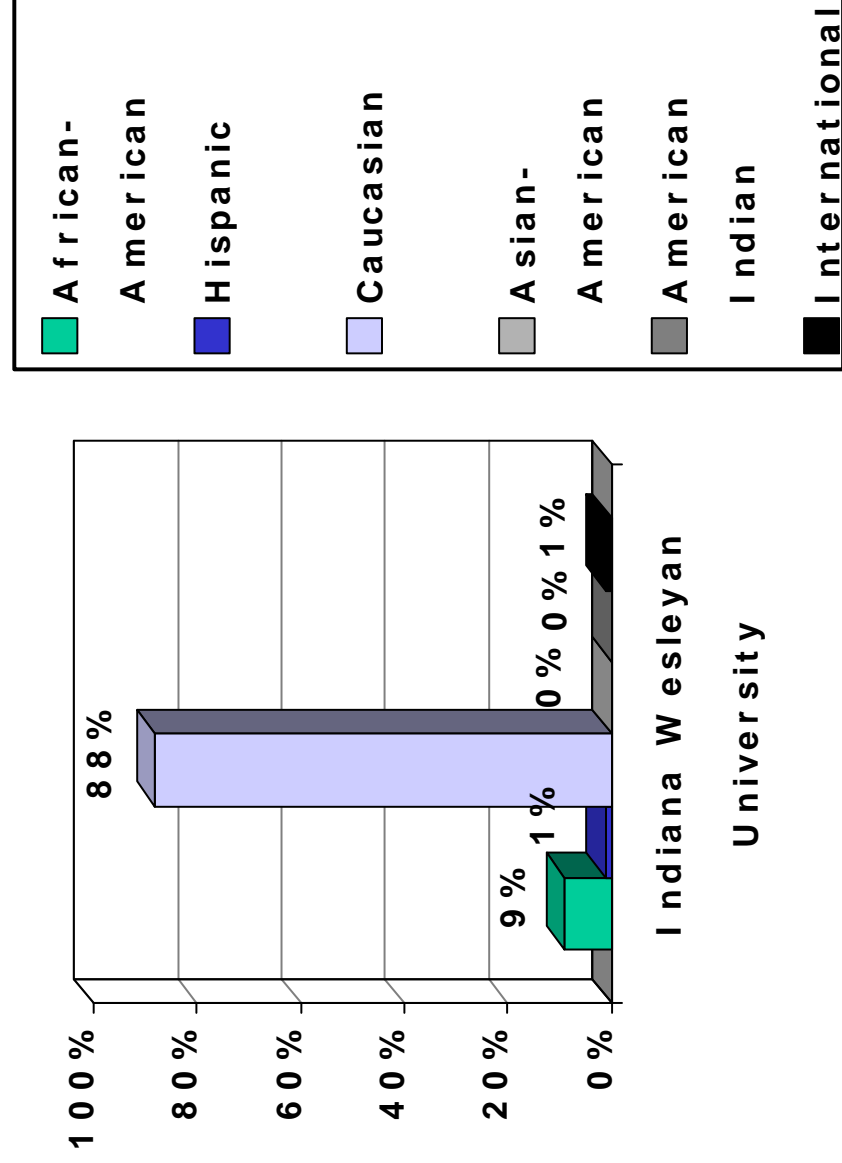
Diversity Statistics

Colleges/ Universities within Indiana



Diversity Statistics

Colleges/Universities within Indiana



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 - www.jobtrak.com
 - www.jobweb.com
 - www.usnews.com